

CITY OF TUCSON

Annual Report to Citizens

Fiscal Year 2002 (July 1, 2001 – June 30, 2002)



One Community • One Future

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Message from the Mayor



Dear Fellow Tucsonans:

As Mayor of the City of Tucson, it is my honor to present to you this Annual Citizens' Report.

The City Council and I are committed to making Tucson a Top Ten American City. After all, this is our community too.

So what does being a Top Ten City mean?

It means concentrating on the core values Tucsonans share — love of the desert environment, social and economic justice, safety and security for our families and neighborhoods, and protecting our unique history and culture.

It means bringing our people together to reach consensus on difficult but vital issues for Tucson. It means looking forward, not backward, with hope and creativity. It means truly becoming one united community.

It means building on our great successes in the water department the past few years. We have turned a 1990s' disaster into a model enterprise with an excellent product and fine customer service. Now we must strive for similar results across local government.

And it means, above all, making sure Tucson has the highest quality of life anywhere. This requires both protecting our natural environment and building a better city — a city that serves the needs of our children, our workers and our seniors (like me).

Our hearts are in this work. You have our commitment that we will work harder this year than last. Thank you for the honor of serving this community.

Sincerely,

A handwritten signature in black ink that reads "Bob Walkup". The signature is fluid and cursive.

Bob Walkup, Mayor
791-4201
email_mayor@ci.tucson.az.us

YOUR TUCSON CITY GOVERNMENT

By Charter from the State of Arizona, the City of Tucson is governed by a Mayor and six Council Members. Council Members are nominated in each ward, but are elected in citywide elections. The Mayor is nominated and elected citywide. Mayor and Council terms are four years long, and the elections are staggered every two years. Tucson is a Council-Manager form of government — the Mayor and Council are elected and then appoint a City Manager to carry out the policies they have set forth and to provide the general supervision and direction for City government. Tucson operates on a fiscal year cycle from July 1 to June 30.

The Mayor and Council meet on the first four Mondays of each month, with the exception of holidays and summer months. There is a Study Session prior to each Regular Meeting, the latter being where official legislative acts take place. Mayor and Council meetings are televised on Channel 12, the City Channel. Information on Mayor and Council agendas can be found on the City of Tucson's web site at www.cityoftucson.org or by calling the City Clerk's Office at 791-4213, or visiting them at City Hall, 255 W. Alameda, 9th floor.

La Ciudad de Tucson está gobernada por el Alcalde y seis Miembros del Concejo. Los cargos de Alcalde y de Concejal duran cuatro años y las elecciones son alternadas cada dos años. Tucson tiene una forma de gobierno de Concejo-Administrador; el Alcalde y Concejo son elegidos y después nombran un Administrador Municipal para llevar a cabo las políticas que han establecido y para proporcionar la supervisión y dirección general para el gobierno de la Ciudad.

TUCSON FACT

Tucson is the 30th largest city in the United States (2000) and has a current population of 508,307 (August 2002).

One Community • One Future



Message from the City Manager



MIKE LETCHER
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Assistant City Managers



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City Manager's Office 791-4204

TUCSON FACT

For the next 5 years, Tucson is projected to be the 13th most rapidly growing metropolitan area in the United States for employment.

Our inaugural Annual Report to Citizens is another City effort to connect with citizens—to report to you on the progress and accomplishments of the last year. We hope to provide you with a better understanding of the broad array of services that the City of Tucson provides and our focus on making service to you, the citizens of Tucson, better and better. There is also information about how to contact key departments and service representatives at the City, along with how to get in touch with the Mayor and City Council members.

We want you to "be in the know" about your city and encourage you to contact us—for help, information, or to complain if our services are not up to par. Almost 2,500 years ago, the ancient Greek philosopher Aristotle said, "The City is a partnership for living well." He meant that cities provide the chance for a good life, but to achieve it, we must work together. The job of City staff, more than 5,000 of us, is to serve you and to do it well. No politics—just professional, competent, courteous service.

On the next few pages, you will get a snapshot of the efforts of the police officers, firefighters, librarians, parks workers, recreation leaders, garbage collectors, water utility workers, neighborhood clean-up team members, paramedics, bus drivers, street repair crews, planners, and many other City employees who have worked this past year to make our big, growing city a place for "living well". City employees are working hard to make Tucson a Top Ten City. But we've only just begun — we can get even better.

This report provides some basic facts about the City's financial resources and where we invest your tax dollars. You will see that your tax dollars in the City go for police, fire, trash pickup, disposal and recycling, libraries, parks, transit services, and street projects passed by voters in bond elections. Look at the facts about your property tax bill—only 8% of it goes to the City!

Instead, City services are primarily funded through the sales tax. Last year, though, sales taxes grew by only 1%, due to the slowdown in the economy. Inflation was close to 2% and about 10,000 people move to Tucson each year, which represents another 2% growth in demand for City services. Costs outpaced City income. We had to cut back, reduce budgets, reorganize, and realign services. We hope as you review the Annual Report, however, that you will see that we concentrated on those core services that matter most for our quality of life. The truth is, compared to the needs and challenges facing us, we don't have a lot of funding for a city our size. We have to then depend on the energy and commitment of city employees to provide better service and our partnership with citizens to allow you to "live well."

Our community is diverse and spreads from mountain to mountain. We may not agree on all the issues but we are all connected — west-side, east-side, mid-town, within the city, outside of the city, in the foothills. What is distinctive about Tucson is this undeniable connectedness. Our futures are bound together in this beautiful shared desert space. The quality of that future will be determined by all of us — one community with one future. Your City of Tucson staff is committed to do its part.

JAMES KEENE,
City Manager
jkeene1@ci.tucson.az.us

The City Manager is appointed by the Mayor and Council to carry out the policies they have set forth and to provide general supervision and direction to the City organization.

MICHAEL D. HOUSE, City Attorney

The City Attorney is appointed by the Mayor and Council to ensure the legality of the official business of the City of Tucson and to represent the City in legal proceedings. City Attorney's Office 791-4221

KATHLEEN S. DETRICK, City Clerk

The City Clerk is appointed by the Mayor and Council to provide administrative, clerical, and logistical support to the Mayor and Council, conduct elections, and maintain official City documents and records. City Clerk's Office 791-4213

La Ciudad de Tucson está dedicada a proporcionar un servicio público superior y al suministro de servicios e instalaciones de alta calidad. Estamos comprometidos a hacer de Tucson una de las mejores ciudades del país.

TUCSON, ARIZONA... A TOP 10 CITY

• **7th Best City for Hispanics** - Tucson moved up from 10th to 7th in *Hispanic Magazine's* list of Top 10 Cities for Hispanics 2002. According to the magazine, the criteria used were: "percentage of Hispanics in the city, political representation, whether you can hablar en español without feeling like a foreigner, and the vibrancy and hipness of the Latin cultural scene." The magazine also considered job opportunities and cultural growth. Tucson ranked higher than Los Angeles and New York; Phoenix did not make the list.

• Tucson paso del 10º al 7º puesto en la lista de las 10 Mejores Ciudades para Hispanos del 2002 en *Hispanic Magazine*. De acuerdo con la revista, los criterios usados fueron: "porcentaje de hispanos en la ciudad, representación política, si puede usted hablar en español sin sentirse como un extranjero y cómo es de vibrante y de moderna la atmósfera cultural latina."

• **#3 in Creativity** – Tucson was ranked the 3rd most Creative City in the U.S among medium-sized cities in a May 2002 article by Richard Florida in the *Washington Monthly*. The Creativity Index ranks cities in terms of percent of employees working in creative and high tech fields, percent of high-tech industry within the local economy, innovation (measured in patents per capita), and diversity (measuring an areas openness to different kinds of people and ideas).

• **#1 City for Spas and Resorts** - Zagat Survey ranked Tucson the Number 1 city for spas and resorts in its *Top U.S. Hotels, Resorts and Spas 2001* edition. The guide is based on the ratings and reviews of nearly 20,000 frequent travelers.



• **Top 6 Place to Retire** – Retirees interested in a relaxed attitude, natural beauty, and culture find Tucson a very rewarding place to live. *Money Magazine* ranks Tucson in the Top 6 places to retire in the country and specifically mentions cultural activities including those of the Tucson Symphony, Arizona Opera Company, Arizona Theater Company, and the Tucson Museum of Art. Tucson also gets kudos for the preservation of its natural desert environment and low water use botanical species.

• **3rd Best Bicycling City** – Our endless days of sunshine, bicycle-friendly infrastructure and the annual El Tour de Tucson are three reasons *Bicycling Magazine* recognizes Tucson as the third best cycling city in the U.S. *Bicycling Magazine* ranked Tucson third in cities with a population between 200,000 and 500,000 people. High marks included the city's average of 300 days of sunshine, a bicycle-friendly culture and a strong bicycle advisory committee. In the 200,000 to 500,000 population category, Denver and Madison ranked first and second respectively.

• **Top 10 Clean Cities** – Tucson earned a top ten honor from the U.S. Department of Energy for its Clean Cities Coalition, recognizing significant long-term contributions in advancing the use of alternative fuels in motor vehicles.

• **7th in Digital Government** - Tucson placed 7th in a national survey conducted by the Center for Digital Government that rated how cities use technology to increase public access to local government and improve the delivery of services to their citizens.

• **Top Bird Watching Area in Nation** - A national bird-watching magazine has affirmed what many Tucsonans already knew - we live in a winged wonderland. *Birder's World Magazine* named Southeastern Arizona as the top bird-watching area in the nation. The main reasons cited were the abundance of bird species, the diversity of terrain, and the way our community embraces birding.

EACH AND EVERY DAY AT THE CITY OF TUCSON, WE...

- Help house over 12,000 people
- Deliver 94 million gallons of potable water for drinking to over 200,000 homes and businesses
- Loan 16,932 library books and other materials
- Provide 1,200 weekday Van Tran passenger trips
- Respond to 140 emergency calls for fire and paramedic services
- Sell 205 Tucson Convention Center tickets
- Tutor 150 kids through Homework Help
- Hear 550 scheduled court cases
- Book 160 reservations for Parks facilities
- Feed and care for 560 zoo animals
- Provide 40,000 SunTran passenger trips
- Perform 380 building inspections at construction sites throughout the city
- Maintain 600 turfed acres for daily golf play
- Issue 34 business licenses
- Monitor the region's 444 traffic devices
- Issue 115 building permits
- Collect 570 tons of garbage from 22,000 households
- Responds to 12 SABER (Slum Abatement and Enforcement Response) complaints
- Answer 1,500 911 calls



Gary keeps Tucson moving.

Gary Oaks, Comprehensive Planning Task Force Transportation Administrator

TUCSON FACT

The median age in Tucson is 35.7 years.

FISCAL YEAR 2002 HIGHLIGHTS

NEIGHBORHOOD SERVICES

Police ♦ Fire ♦ Library ♦ Parks and Recreation ♦ Community Services
Neighborhood Resources ♦ City Court ♦ Public Defender ♦ Independent Police Auditor

♦ A new City department, the **Department of Neighborhood Resources**, was created in order to bring focused attention to the priority needs of neighborhoods through the coordinated delivery of City services, improved communication with neighborhood residents and associations, and implementation of neighborhood initiatives.

♦ Nearly **8,700 Tucson youth** from across the city took part in the City's KIDCO after school and summer recreation programs.

♦ The **Santa Rosa Neighborhood HOPE VI Project** neared completion with the opening of the brand new Posadas Sentinel Housing Community in Tucson's historic Santa Rosa neighborhood just south of downtown. Posadas Sentinel was recognized by *Building from the Best of Tucson* for its innovative and energy-efficient design and construction. It's also seen as a national model in the country for public housing development. Another HOPE VI redevelopment and revitalization project is underway in the South Park Neighborhood.

♦ **47,779 new library customers** were registered last year. Over half of Tucson and Pima County residents hold and actively use their Tucson-Pima Public Library card.

♦ Tucson Fire Department's **Metropolitan Medical Response System** has been developed to ensure a coordinated and rapid response to a nuclear, biological, or chemical terrorist incident. Tucson's program is being used as a national model for Homeland Security.

♦ **Community policing** efforts continue with more police officers assigned to patrol and to work closely with neighborhood residents in their service areas.

♦ The City's **Back to Basics** program infused over \$5 million into older Tucson neighborhoods resulting in new street lights, sidewalks, landscaping, home repair, and other neighborhood enhancements.

♦ Last November, after a two-year process, the **Tucson Police Department** received national accreditation from the Commission on Accreditation for Law Enforcement Agencies.

♦ An extensive public outreach and planning process led up to the completion of the **Parks and Recreation 10 Year Strategic Plan**. The plan identifies 6 strategic areas: Connectivity – Provide a safe connective park system; Natural Resources – Protection and acquisition of natural open space and resources; Accessibility – Parks designed to facilitate community access; Signature Parks – Provide a variety of recreational experiences in one location; Maximize Resources – Maximize all available resources in operating and maintaining parks and recreation; Lifetime users – Create quality and efficient core recreation services that encourage lifetime users.

TUCSON FACT

The average annual wage for workers in Tucson is \$31,628.

♦ The **Tucson Fire Department** maintained an average response time of 4.6 minutes to emergency calls.

♦ The City Court **Mental Health Diversion Program** was developed for non-violent mentally ill offenders who benefit from treatment from a mental health agency rather than incarceration for minor violations. The project has been successful in reducing the number of days offenders spend in custody.

♦ The **quality of housing** in Tucson improved as 300 low- and moderate-income residents received assistance with home repairs. An additional 300 Tucson families received assistance in purchasing a home within targeted areas which seek to promote homeownership and neighborhood revitalization.

♦ La calidad de la vivienda en Tucson mejoró al recibir ayuda para reparaciones del hogar 300 residentes con ingresos bajos o moderados. 300 familias adicionales de Tucson recibieron ayuda en la compra de un hogar dentro de áreas designadas que quieren promover la propiedad del hogar y la revitalización del vecindario.

♦ **City Court customer improvements** – The City Court 1st floor has been completely remodeled. Court functions touching citizens directly have been expanded and moved to the 1st floor. A walk-up window has been constructed to transact Court business without the necessity of going inside the Court facility. Court hours have been expanded, and Saturday Warrant Court has been implemented so that citizens do not have to take off work to make a Court appearance. This has resulted in better customer service and increased Court collections.

♦ Two 11-week **Citizen's Police Academy's** were held for community members interested in learning more about the Tucson Police Department.

♦ The new **Human Services Integrated Funding Process** was implemented this year with the goal of strategically targeting the City's human service dollars to the agencies and programs that are most effectively meeting pressing social service needs in Tucson.

♦ The **SABER (Slum Abatement and Blight Enforcement Response)** Program has been launched in order to improve aesthetics and quality of life in Tucson's neighborhoods by cleaning up dilapidated residential properties that have code violations.

♦ **3,110 Storytimes** were presented at library branches throughout the city to a total audience of 104,620 children and their parents or caregivers.

♦ **Tucson firefighters** reached over 80,000 community members with a message of safety and injury prevention through bike safety rodeos, drowning prevention, bike helmet and car seat distribution, the Adopt-a-School program, and a variety of other outreach efforts.

Did you know?

■ Last year, Tucson Police conducted 135 presentations to Neighborhood Watch groups and 695 crime prevention related presentations, on topics such as personal protection, home security, and stranger danger.

■ There are 127 parks in the City of Tucson.

■ Tucson has 995 Commissioned Law Enforcement Officers.

■ There are 22 library branches and internet access is available to the public at all of them.

■ The Tucson Police Department responded to 340,102 calls for service last year.

■ There are 25 municipal swimming pools and 5 municipal golf courses.

■ 159 neighborhood associations are registered with the City of Tucson and are eligible to receive help with improvements, cleanups, newsletters, and more.

■ The City answered 350,000 911 calls last year.

Skip stands behind our kids.

*Skip Woodward,
Tucson Police Department
Detective*



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FISCAL YEAR 2002 HIGHLIGHTS

ENVIRONMENT & DEVELOPMENT

*Transportation ♦ Solid Waste Management ♦ Water ♦ Development Services ♦ Planning
Environmental Management ♦ Zoning Examiner ♦ Annexation ♦ Historic Preservation*

♦ The **Tucson Recycles** program is underway. City residents are receiving new blue barrel recycling containers, and once-a-week recycling/once-a-week garbage pickup is beginning. There is also a greatly expanded list of items that can be recycled. The new program will save the City approximately \$2 million annually, will increase City revenue generated from recycled material, and is expected to increase Tucson's recycling rate from 9% to over 20%.

♦ El programa Tucson Recicla está en movimiento. Los residentes de la Ciudad están recibiendo nuevos botes de reciclaje azules y está comenzando la recogida de la basura una vez a la semana y una vez a la semana del reciclado. También hay una lista muy ampliada de los artículos que pueden ser reciclados. El nuevo programa ahorrará a la Ciudad aproximadamente 2 millones de dólares anualmente, aumentará los ingresos de la Ciudad generados por los materiales reciclados y se espera que aumente la tasa de reciclado de Tucson del 9% a más del 20%.

♦ **Development Services customer improvements** have been made including remodeling of the plans review center, technology changes to make plan submission easier, implementation of a 4-week standardized review process, and an expanded web site. Online permitting should be available within the next year.

♦ The **Stone Avenue Corridor Study** was completed after an extensive outreach and planning process. Implementation of the study began with improvements to the historic Stone Avenue underpass into downtown. Many other improvements are already under design, and a bicycle/pedestrian crossing will soon be added at University Boulevard. The purpose of these corridor studies is to revitalize

Tucson's gateway corridors by encouraging redevelopment through economic incentives, and code and zoning waivers. Corridor studies are planned along Broadway Blvd. and South 6th Avenue.

♦ Although Tucson voters did not approve the **Transportation Sales Tax Initiative**, the lessons learned will inform the continuing community conversation on this important topic. This was one of the most significant public outreach campaigns ever conducted by the City of Tucson with over 590 presentations conducted by City staff, 13,000 citizens attending presentations, and 16,000 citizen questionnaires completed.

♦ The **Office of Environmental Management** completed a bioreactor pilot project at the site of a 40-year-old landfill located at the base of "A" Mountain. The project applies modern technologies and simple compost methods to accelerate the degradation of refuse into toxic-free compost material 100 times faster than under normal conditions.

♦ Numerous **City street projects** were completed including the improvement of 52 miles of arterial streets and the resurfacing of 250 lane miles of residential streets.

♦ The City **annexed 27 square miles of State Land** and the site of the future Marriott Resort Hotel at Starr Pass. Annexation increases the amount of State Shared Revenue that is returned to the City (close to \$300 per City resident) and helps with more coordinated regional planning.



♦ The new **Diamondback Pedestrian and Bicycle Bridge** designed by local artist Simon Donovan was constructed with a federal transportation grant. The bridge, which spans Broadway just west of Euclid Avenue, is a vital connection for bicyclists and pedestrians. Once the planned Euclid/Park Bicycle and Pedestrian bridge is completed within the next two years, there will be a continuous dedicated multi-use path from downtown to Escalante and Kolb Roads.

♦ The **Clearwater Renewable Resource Facility** began operation to provide a blend of groundwater and Colorado River water to the metro Tucson area. This has decreased pumping of groundwater within the central well field and will allow the Tucson aquifer to recover through natural recharge.

♦ **45 new clean burning alternative fuel buses** were added to the Sun Tran fleet, bringing the total number of alternative fuel buses to 136 in a fleet of 199.

♦ **Building activity** remained high with Development Services issuing 39,010 building permits within the City of Tucson last year.

♦ The **Comprehensive Planning Task Force** was formed by reorganizing current City staff in order to step up efforts aimed at long-term land use and transportation planning. The Task Force will implement the Updated General Plan, which was successfully passed by voters last November. The General Plan will shape the way the City develops in the future.

♦ **Sun Tran's ridership** totaled 13,628,889 during Fiscal Year 2002.

♦ Today, more than 260 sites are using **reclaimed water**, including 4 City of Tucson golf courses, 9 private golf courses, 25 City parks, 31 schools, and nearly 100 single family homes.

♦ **City streets** were made brighter, safer, and more pedestrian and bicycle friendly with the installation of 6.5 miles of new street lights, \$1 million worth of new sidewalk facilities including handicap accessible ramps, and 9 new bicycle lane miles.

♦ The City of Tucson was recognized with 3 State awards and 1 National award for **public works projects**. The recognized projects were the Pantano Road Project - Golf Links to Escalante, the Sabino Springs Reservoir, and the Harrison Landfill Remediation.



Wayne builds relationships.

*Wayne Barnett,
Parks & Recreation
Center Supervisor*

Did you know?

- 318,000 tons of household waste was collected last year.
- The City has an award winning public-private partnership with Skyview traffic reporters to get critical travel information to commuters.
- The City maintains 1,696 miles of streets.
- Sun Tran buses drive a total of 7,590,767 miles on service routes annually.
- There are 14,842 street lights in the City of Tucson.
- 36 billion gallons of water are delivered to Tucson Water customers annually.
- All Sun Tran buses are wheel chair accessible and have bicycle racks.
- 40 neighborhoods receive traffic management improvements annually.

TUCSON FACT

The percent of Tucsonans who have incomes below the poverty level dropped from 1990 to 2000 from 20.2% to 19.2%.

FISCAL YEAR 2002 HIGHLIGHTS

STRATEGIC INITIATIVES

*Downtown/Rio Nuevo ♦ Tucson Convention Center ♦ Economic Development
Intergovernmental Relations ♦ Tucson-Mexico Trade Office*

♦ The City of Tucson was one of a few cities in the country awarded a federal Empowerment Zone designation from the Department of Housing and Urban Development. The **Empowerment Zone** brings a package of tax, financing, and workforce training incentives estimated to be worth up to \$500 million to workers and businesses in economically depressed areas of Tucson in order to encourage better paying jobs, economic development, and revitalization.

♦ The **Tucson-Mexico Trade Office** continues its efforts to enhance the relationships between Tucson and Mexico via a public-private effort that seeks to capture and strengthen economic, social, and cultural ties. The mission of the office is to solidify Tucson's position as the "City of Choice" for the Mexican visitor and businessperson and to create an economic region encompassing Arizona and Mexico for which Tucson will serve as the gateway.

♦ Work has begun on the new **Tucson Convention Center box office** which will be a state of the art facility for purchasing tickets to downtown events.

♦ Charged with attracting film, video, and photo shoots to Southeastern Arizona, the **Tucson Film Office** makes a positive economic impact on the local economy, last year estimated to be almost \$5 million. The Tucson Film Office helps with scouting of locations, liaison with government and property owners, and local production support.

♦ Last year, the **Tucson Convention Center** hosted 310,000 people at over 475 events.

♦ The Office of Economic Development's **Commercial Properties On-Line** began service this year seeking to bring together community information in an easy to use format for businesses looking to expand or relocate in Tucson. Tucson's Commercial Properties On-Line has won several national awards as an innovative economic development tool.

♦ The Tucson-Mexico Trade Office is developing **Puerto Nuevo**, a project that seeks to position Tucson as an inland port. Puerto Nuevo will provide multi-modal transportation infrastructure, cargo consolidation, warehousing, and distribution, and international business support services in order to encourage free and competitive flow of regional and international trade between Tucson and Mexico, as well as other countries.

♦ La implementación de Río Nuevo, así como de otros esfuerzos de desarrollo en el centro de la ciudad, están en movimiento con el fin de crear un corazón de la ciudad vital que exprese y alimente el especial paisaje natural, herencia cultural, rica

♦ Implementation of **Rio Nuevo**, as well as other downtown redevelopment efforts, are underway with the goal of creating a vital city heart that expresses and nurtures Tucson's unique natural landscape, cultural heritage, rich history, and community values.

Accomplishments over the past year as well as efforts underway include:

- **New housing downtown** - Look for development of townhouses, affordable single-family units, and conversion of second floor commercial spaces into lofts. All successful downtowns have a strong residential base, all enjoying the urban lifestyle.

- **Fox Theatre renovation** - This 1,300-seat, art deco jewel of downtown was the region's finest movie house from 1930 until the early 1970s when it closed. In 1999, the Fox Tucson Theatre Foundation was formed to restore the vacant building to its former grandeur. Fox Theatre renovations are moving along briskly and were recently aided by a City-managed federal grant of \$1M that builds on the thousands of hours of labor donated by concerned citizen volunteers. The Theatre's new marquee was unveiled this past summer, and the ceremony brought hundreds downtown for a fun-filled evening that stirred many memories. Restoration will be completed in early 2004.

- **Science Center** - Plans for a world class Science Center as a major attraction within Rio Nuevo have received official support. The University of Arizona proposal would expand the Flandrau Science Center and Planetarium into a multi-use science facility encompassing 140,000 sq. ft. near Congress and I-10. Components would include indoor and outdoor science exhibits, a new 60-ft. diameter "unispherium", a rooftop observatory, the UA Mineral Museum, and an IMAX-style theater. A Science Resource Center will facilitate teacher training.

- **Thrifty Block** - Changes along Congress Street are imminent in the coming months as the Rio Nuevo District accepts ownership of the historic Thrifty Block (26-72 East Congress Street) and puts out a Request for Proposals for developers interested in redeveloping this block for residential and commercial uses.

- **Archeological work** - Rio Nuevo archaeologists have continued unearthing signs of cultures that lived along the Santa Cruz River over the past 4,000 years, establishing Tucson as one of the oldest, continuously-inhabited places in the U.S. A 4,000-year-old pithouse settlement, along with pottery, ceramic figurines, and corn remains have been discovered. Archaeologists are most excited about a circular arrangement of pithouses that lie just south of a much larger structure that

was probably once used for meetings and ceremonies. Traces of irrigation ditches have been discovered just west of the village, which predate Hohokam canals by more than a thousand years. This information will be used by planners who will now develop a plan of action to reconstruct the Mission San Agustín and Convento Complex that stood near this area from the late 1700s to the 1900s.

- **Historic Train Depot renovation** - Originally constructed in 1907, Tucson's train depot had fallen into disrepair. Acquired by the City in 1998 from Union Pacific Railroad, the depot is now the centerpiece of a master plan that creates a downtown east-end anchor facility, renovated to match its appearance in 1941, when it was the hub of activity in downtown. The final phase of construction at the Depot will be completed by September 2003. When complete, the Depot complex will include a rail museum, restaurants, private offices, retail, and gallery uses.

DID YOU KNOW?

- Over 25,000 people work in the downtown area and over 54,000 people live within a 2-mile radius of Stone Ave. and Congress St.
- The historic train Depot in downtown Tucson was constructed in 1907 in Mission Revival style. It was renovated and received an extensive addition in 1941 in the Spanish Colonial Revival style.
- 700 hotel rooms lie within walking distance of the Tucson Convention Center.
- The Tucson Convention Center has 210,000 square feet of meeting space and 12,522 theater and arena seats.

Pat provides resources.

*Pat Eisenberg,
Tucson Water
Civil Engineer*



TUCSON FACT

Tucson is a diverse community: 61.5% of the population is Caucasian or non-Hispanic, 29.3% is Hispanic, 2.9% is African American, 2.6% is Native American, and 2% is Asian.

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FISCAL YEAR 2002 HIGHLIGHTS

SUPPORT SERVICES

*Budget & Research ♦ Procurement ♦ Finance ♦ Human Resources
Information Technology ♦ Operations ♦ Equal Opportunity Office ♦ Agenda*

♦ The **City Strategic Plan** was adopted by the Mayor and Council in order to provide direction to the City organization in terms of what is most important to accomplish in the coming year. The Strategic Plan identifies six priorities for the coming year: Transportation, Economic Development, Downtown, Growth, Neighborhoods, and Good Government (see page 10 for more information).



♦ Several **technology improvements** aimed at improving the efficiency of City operations have been initiated. These include an online procurement system (OPIS), a position control and budget software system (BRASS), the Fire Department automated staffing system, the Police Department technology improvements, Operations upgrade to the fleet management system, Solid Waste's initiative to use technology to assist in routing trucks, and a partnership with the private sector to provide web-based employee benefits open enrollment (Employeease).

♦ The City has moved from an annual to a 2-year **Biennial Budget** in order to reduce the amount of budget preparation time required and free up time to conduct program evaluation and analysis to improve City services. The Biennial Budget also allows for planning beyond a single year horizon.

♦ A new **Classification and Compensation Plan** was implemented to provide a consistent, orderly, and non-political process for valuing jobs, work, and compensation in the City organization. The new compensation plan will provide the City the ability to attract and retain qualified, high-performing talent for all positions, compete for employees in the labor market, and provide a consistent and uniform system for determining classification levels for employees.

♦ A **Citywide customer service program** was successfully piloted in the Library Department. This employee-centered, customer improvement approach will continue to be rolled out to all service departments in the City organization in the coming year.

♦ A **Citizen Survey** was conducted of 1,000 randomly selected Tucson residents asking about City services and quality of life in Tucson. The survey was conducted as a pilot project for ICMA (the International City/County Management Association) which is developing a model for a national citizen survey. Citizen surveys are a valuable tool for the City. They provide a benchmark for where we stand today and let us know where changes need to be made.

♦ Several **organizational changes and realignments** have taken place over the past year in order to streamline City resources and make more effective use of staff. The Department of Neighborhood Resources was created utilizing existing City staff in new ways. The Planning Department has been reorganized in order to consolidate current planning functions and focus on long range, comprehensive planning.

Did you know?

■ The City of Tucson has 5,830 employees, which equals 11.3 employees per 1,000 population (down from 12.3 employee per 1000 in 2001).

■ The City has 73 Boards, Committees, and Commissions and 849 citizens who serve on those Boards, Committees, and Commissions.

■ Tucson maintains a very good bond rating which allows the City to borrow money at preferred interest rates for the purpose of constructing public facilities.

■ Channel 12, the City Channel, continues with the quality government programming which led to being voted Station of the Year in 1998, 1999, 2000, and 2002 by the National Association of Telecommunications Officers and Advisors.

■ Agendas for Mayor and Council meetings and study sessions can be found online and the Mayor and Council meetings are also streamed live on the City's web site at www.cityoftucson.org

■ With approximately 70% of the City of Tucson's general purpose funds coming from city sales tax and state shared taxes, Tucson's revenues are strongly impacted by economic trends.

■ City property tax accounts for only a small portion of a resident's property tax bill, yet Pima County has the highest tax rate in the state.

OUR COMMUNITY PARTNERS

The City of Tucson provides funding and support to over 300 community organizations who serve the Tucson community in the areas of human services, the arts, economic development, civic events, and health and safety. A sampling of the organizations the City supports include:

Metropolitan Tucson Convention and Visitors Bureau
Tucson-Pima Arts Council
Tucson Museum of Art
Southern Arizona Center Against Sexual Assault
El Tour de Tucson
Community Food Bank
88-Crime
Humane Society of Southern Arizona
Traveler's Aid Society of Tucson
Family Counseling Agency
Information and Referral Services
Housing Rehabilitation Collaborative

Esperanza en Escalante
Tucson Downtown Alliance
Greater Tucson Economic Council
El Centro de Cultural de las Americas
Domestic Violence Collaborative Services
Tucson Botanical Gardens
Pio Decimo Center
Tucson Urban League
Fiesta de los Vaqueros
Fort Lowell Soccer Shootout
Tucson Gem and Mineral Society
Voices: Community Stories Past & Present

Albert has the key.

*Albert Moreno,
Community Services
Locksmith*



TUCSON FACT

Our region is influenced by people who move here and people who move out. Last year approximately 56,500 people moved in and over 42,650 moved out. This means we added over 13,000 people to our region last year.

One Community • One Future

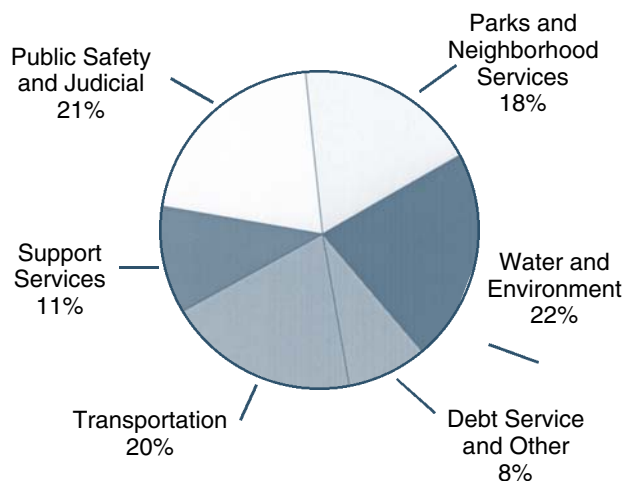
FISCAL YEARS 2003 & 2004 CITY BUDGET IN BRIEF

Our nation is facing one of the most challenging economic periods in years, and governments at all levels (like many businesses) are dealing with declining revenues. The City of Tucson responded quickly to signs of the economic slowdown in order to avoid a budget crisis in the current year. The City reviewed programs and cut spending throughout 2001 and 2002. While this early action helped, the City still had to make some hard choices to balance the current fiscal year budget.

Realizing the year ahead would be financially challenging, the Mayor and Council began planning early. In strategic planning sessions spanning several months, they reviewed services and set priorities to ensure that, even in tight economic times, citizens are provided critical services.

Where the Money Goes

Fiscal Year 2003 Appropriations \$935.5 million



We reorganized City staff and functions to align existing resources more directly with the community needs identified by the Mayor and Council. This budget reflects our goal: to use available resources to provide the best possible services to our community.



TUCSON FACT

Tucson covers 226 square miles in land area. The center of population is at Cherry Ave. and 1st St. (the point where 50% of the population lies equally north to south and east to west).

City Revenue Strategies

The largest portion of the City's revenue, city sales tax, is significantly affected by difficult economic times. From 1999 to 2001, sales taxes increased an average of seven percent a year. In 2002, it grew by only one percent.

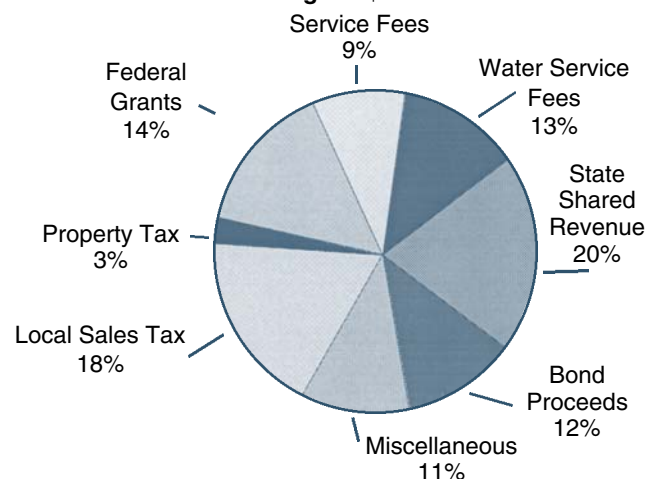
A portion of our City revenue is provided by the state through state shared revenues. Like the City, the state's largest revenue source is sales tax, and it is also significantly impacted during difficult times. So the City loses not only local revenue, but also state-provided revenue. The City's heavy dependence on sales tax, and the resulting vulnerability to economic downturns is not new.

If our community is to thrive, we must plan for not only good economic times, but also for difficult times. This is why the Fiscal Years 2003 and 2004 Budget focuses on planning. We need to invest in service areas such as public safety, transportation, parks, water, libraries, and recycling. We need to continually strive for better services.

The Mayor and Council directed that we look at the cost of growth and develop recommendations to implement impact fees and other cost-saving measures. And in the spirit of one community - one future, over the next year we'll also take a close look at service and tax duplication between governments and other providers and propose solutions to streamline services and provide better value.

Where the Money Comes From

Fiscal Year 2003 Revenues Total Budget = \$935.5 million



City Bill for Services

During this fiscal year, a typical Tucson homeowner will pay the City of Tucson \$57 a month in:

- Property Tax
- Sales Tax
- Water Fees

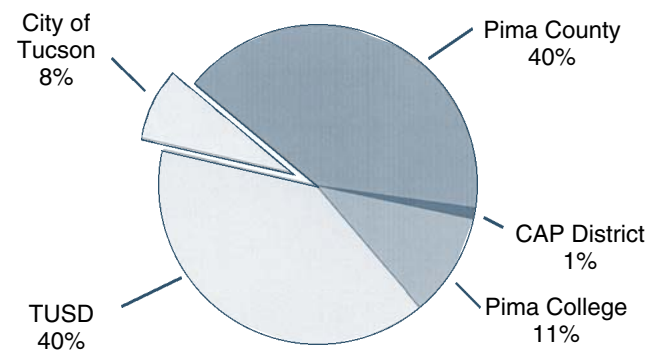
TOTAL \$57

For this, they will receive weekly trash pick-up and recycling, police and fire protection, and other City services including parks, libraries, and mass transit.

By comparison, citizens in Phoenix pay \$101 a month.

Your Property Taxes

On a typical property tax bill of \$1,474, the City gets \$112 or 8% of the total



Jo connects Tucson to the world.

Jo Riester,
Tucson-Pima Public Library
Branch Manager



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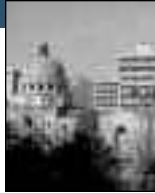
LOOKING AHEAD THE CITY'S STRATEGIC PLAN

The City Strategic Plan for Fiscal Year 2003 sets forth a set of priorities for the City of Tucson which will direct City resources and focus attention on results over the coming year. City staff will report quarterly to the Mayor and City Council on the progress being made in each of these areas. Next year's Annual Report to Citizens will include accomplishments made toward each of the goals.

El Plan Estratégico de la Ciudad para el Año Fiscal 2003 expone un conjunto de prioridades para la Ciudad de Tucson que dirigirán los recursos de la Ciudad y enfoca la atención en los resultados durante el año próximo. El personal municipal informará trimestralmente al Alcalde y Concejo de la Ciudad sobre el progreso que se realiza en cada una de estas áreas. Las 6 áreas de Enfoque del Plan Estratégico son: Centro de la Ciudad, Transporte, Crecimiento, Vecindarios, Desarrollo Económico y Buen Gobierno.

Downtown

Tucson is at a crossroads with respect to the future of its downtown, the heart of the metropolitan region. The City will aggressively manage downtown's redevelopment through partnering efforts with public and private organizations and the community. Downtown redevelopment will create a highly "amenitized" urban center focused on the proposed entertainment experience area on Congress Street from Church Avenue to 4th Avenue linked with a new Civic Plaza near the TCC. Private leadership and investment in downtown will be leveraged through strategic public investment.



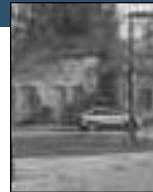
Growth

The City of Tucson region has and will continue to experience tremendous growth. To afford and support a sustainable community, Tucson's existing land use pattern needs to progress to one that features mixed-use development and a range of densities, while acknowledging our unique identity and preservation of open space. The City of Tucson will elevate long range comprehensive planning to the highest level priority for the city by developing strategies to balance growth, building effective relationships with regional partners, implementing a cost of development strategy (including impact fees), and improving service delivery to address the demands of a growing community.



Neighborhoods

Tucson is composed of many unique neighborhoods each with their own special character that needs to be preserved. The City of Tucson will enhance the livability of the community through policies and programs that enhance the human environment, the built environment, and the natural environment within city neighborhoods.



Transportation

Tucson must act quickly to preserve existing transportation assets, implement improvements to the system, and address future transportation needs. Additional funding is needed along with proactive leadership in the region in order to build effective relationships with other governments. The current land use pattern, which supports dependence on automobile use and is costly to maintain, must be looked at with an eye toward more dense, mixed-use development that can make alternatives to the automobile viable.



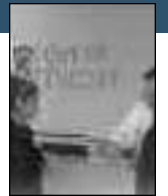
Economic Development

The City of Tucson will foster a strong diversified economy by creating, attracting, and retaining businesses that provide knowledge-based, high-quality employment opportunities, by supporting the development of a prepared and successful workforce, and by improving community infrastructure to support and encourage economic expansion and opportunity in a global marketplace.



Good Government

To be successful in each of the other focus areas, we must ensure that the City is run as effectively and efficiently as possible. In the area of Good Government, the City will focus on improved customer service, a prepared workforce, fiscal responsibility, expanded use of technology, and strengthened partnerships.



You can find out about specific projects included in the City's Strategic Plan on the City's web site www.cityoftucson.org



Geoff finds answers.

Geoff Gonzales, City Clerk's Office
Office Supervisor



TUCSON FACT

Annual population growth in the City is projected to be 1.5% in 2002 and will increase to 2.3% by 2006 (UA Economic and Business Research Program).

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CONNECTING WITH THE CITY OF TUCSON
YOU NEED TO KNOW ABOUT YOUR CITY.
WE WANT TO HEAR FROM YOU.

City of Tucson Web Site: www.cityoftucson.org
Tucson 12, the City Channel on Cox Cable
City of Tucson Information Line 791-4911

Citizen Comment Line 791-4700 or mcweb@mail.ci.tucson.az.us
A 24-hour automatically answered service. Messages are transcribed and distributed to the Mayor and Council and City Management.

City of Tucson General Information.....791-4911
Tucson-Pima Public Library Info-Line.....791-4010

EMERGENCY 911

City Manager's Office ...City administration.....	791-4204
Attorney's Office ...Legal advisors for the City.....	791-4221
Budget & Research ...City budget.....	791-4551
Channel 12 ...City's TV channel.....	791-2582
Clerk's Office ...Council meetings, Council agenda materials, City official records, elections.....	791-4213
Community Services ...Public housing, human services, community programs.....	791-4171
Convention Center ...Downtown venue for arts, sporting events, trade shows.....	791-4101
City Court ...Criminal & civil cases, parking tickets.....	791-3260
Development Services ...Zoning, plan review, building codes, permits.....	791-5550
Economic Development ...Local business assistance, Empowerment Zone.....	791-5093
Environmental Management ...Soil & groundwater clean-up.....	791-5414
Equal Opportunity Office ...Investigates cases of discrimination.....	791-4593
Film Office ...Promotes Tucson to movie, TV & advertising industries.....	791-4000
Finance ...Business licenses, tax forms, City tax codes.....	791-4893
Fire ...Fire & emergency services, ambulance, hazardous materials, safety seats.....	791-4512
Human Resources ...City employment.....	791-4241
Library ...Libraries.....	791-4391
Neighborhood Resources ...Links neighborhood associations with City resources.....	791-4605
Parks & Recreation ...Parks, pools, golf, recreation programs, Reid Park Zoo.....	791-4225
Planning Task Force ...Land use & transportation planning, annexation, historic preservation.....	791-4505
Rio Nuevo Office ...Downtown redevelopment.....	791-5580
Police ...Public safety, law enforcement, crime prevention.....	791-4441
Solid Waste Management ...Garbage collection, recycling, landfills.....	791-3171
Transportation ...Street maintenance, traffic management, Sun Tran, Van Tran, parking.....	791-4371
Tucson-Mexico Trade Office ...Programs to promote international trade with Mexico.....	791-5199
Tucson Water ...Water delivery & conservation.....	791-4331

Este informe incluye información sobre las cosas más destacables de los servicios municipales y del gobierno de la ciudad durante el año pasado. Para solicitar una copia del informe en español, por favor llame al 791-4204.



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